

Memorial Auditorium Workshop #1

08.30.2018

COMMUNITY AND ECONOMIC
DEVELOPMENT OFFICE

AGENDA:



History

**Current
Conditions**

**Current
Process**

**Survey
Results**

**Similar
Buildings**

Activity

MEMORIAL BACKGROUND

Built in 1927

2,600 seating capacity

World War I Memorial

Public assembly space

Closed in December 2016



Previous Uses

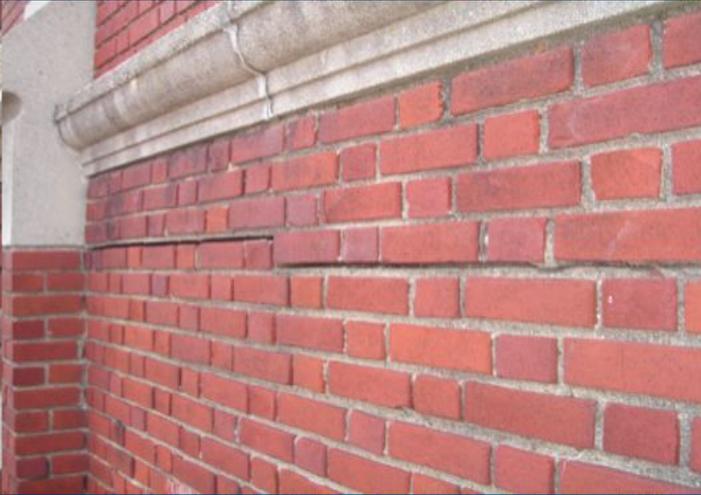
BCA
BURLINGTONCITYARTS



Current Conditions: Closed for 2 years



Deteriorated cast concrete
due to water damage



Horizontal cracking due to
rusting beams



Broken cast concrete, cracked
bricks, discoloration from
water

Current Conditions Continued



Rust on interior steel beams



Water damage from poor roof flashing



Pressure on lintels causing window failure

Current Conditions Continued



Damaged roof that needs replacing

1958 Boilers

Replace stairs



Estimated Repair Costs:

Memorial Estimated Repairs - FY 2017

Replace heating system	\$ 500,000
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ADA Improvements - 20% rule	\$ 602,300
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Replace fire alarm	\$ 350,000
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Remove metal fire escapes	\$ 50,000
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Replace concrete steps and stairways	\$ 150,000
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Total	\$ 2,912,300*
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Memorial Estimated Repairs - Spring FY 2016

Remove masonry from steel beams	\$ 826,500
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Clean and test steel beams and pulleys	\$ 50,000
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Structural steel repairs	\$ 100,000
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Repair masonry	\$ 750,000
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Repair foundation	\$ 25,000
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Total	\$ 1,826,500*
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~\$5M+ is only to get the building to a point where it can safely support the types of activities currently conducted. Significant additional spending will be needed to reconfigure the building for other uses.

City last spent \$260,000 in the fall of 2015



*Estimates from Stantec Engineering

Memorial is Functionally Obsolete

Over time there has been a reduction of the building's usefulness or desirability because of an outdated design that cannot be easily changed.

A redevelopment plan needs to make Memorial Auditorium functional now and in the future by:

- Improving the safety and efficiency of loading in and out of the main floor for events and performances
- Making the building fully accessible
- Installing the systems and infrastructure required (HVAC, lighting, sound and acoustic upgrades) to serve the needs of a modern assembly venue

1994 Memorial Ballot Item

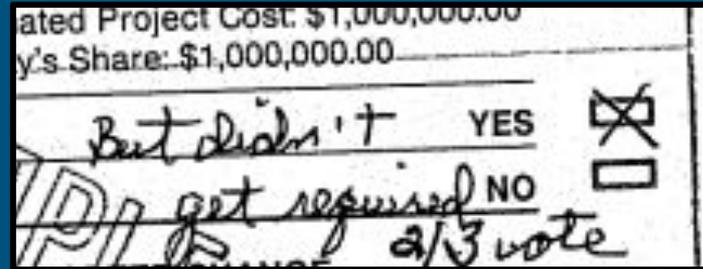
Renovations to Memorial Auditorium, City Hall, and the Ethan Allen Fire House

Bond amount - \$1,000,000 - Needed 2/3rd vote to pass

Yes Votes - 4,422 59.7%

No Votes - 2,977 40.3%

Total votes- 7,399 (not 2/3rd of vote)



QUESTION THREE	AUTHORIZATION TO ISSUE BONDS FOR CAPITAL IMPROVEMENTS TO CITY BUILDINGS AND FACILITIES							
Yes Had	583	392	542	834	842	699	530	4422
No Had	271	221	370	658	566	232	659	2977

CEDO has been tasked with:

- Creating an ***adaptive reuse plan*** for Memorial Auditorium to remain a **publicly-owned, public assembly space** with **input from stakeholders and members of the public**.
- Create conceptual designs, construction pricing, and financing options that reflect such feedback, provide details on the cost and possible sources of funds.
- Complete this plan so that it can be considered by the Council for a **March 2019** ballot item.

Memorial Auditorium Process

May - July

- Hire professional survey company to help us design and conduct city-wide survey

- Field survey - 3 weeks

- Conduct 12 outreach events around the City

*Update to City Council

August

- Professional survey company presented results 8.23.2018

- Public Workshop #1 on Uses - 8.30.2018

*Presentation to the PACC

September

- Research and analyze public's preferred uses

- Public Workshop #2- Models with designs and upgrades based on preferred uses from survey and Workshop 1. Date is TBD

*Update to the PACC

Oct. - Dec.

- Additional research and analysis of models

- Potential Workshop #3

- Update to the PACC

- Presentation to the City Council

*City Council Approval

Public Approval

*March Ballot

G.O. bond needs 2/3rds support to pass

WHAT'S BEEN DONE

- Memorial website launched 4/18: www.burlingtonvt.gov/CEDO/Memorial-Auditorium

- History of the building
- Past studies and document library
- Physical condition and required repairs
- Current process and how to get involved

- Interviewed Memorial operators, tenants and key personnel

- Analysis of comparable facilities around the country

- Hired professional survey company, Center for Research and Public Policy (CRPP) to conduct a city-wide survey seeking to gather the public's input on preferred uses and their willingness to pay for a publicly-owned assembly space

Survey Promotion



- Postcard with survey link sent to every door in Burlington ~20,000 doors
- Mailed 100+ hard copies of survey to those that don't use the internet
- Emailed the survey link to all City employees and partners, nonprofits, businesses, & universities
- Posts on social media and Front Porch Forum
- Stories in the press

Direct Outreach- 12 Events



Survey Results

When: July 18th - August 5th

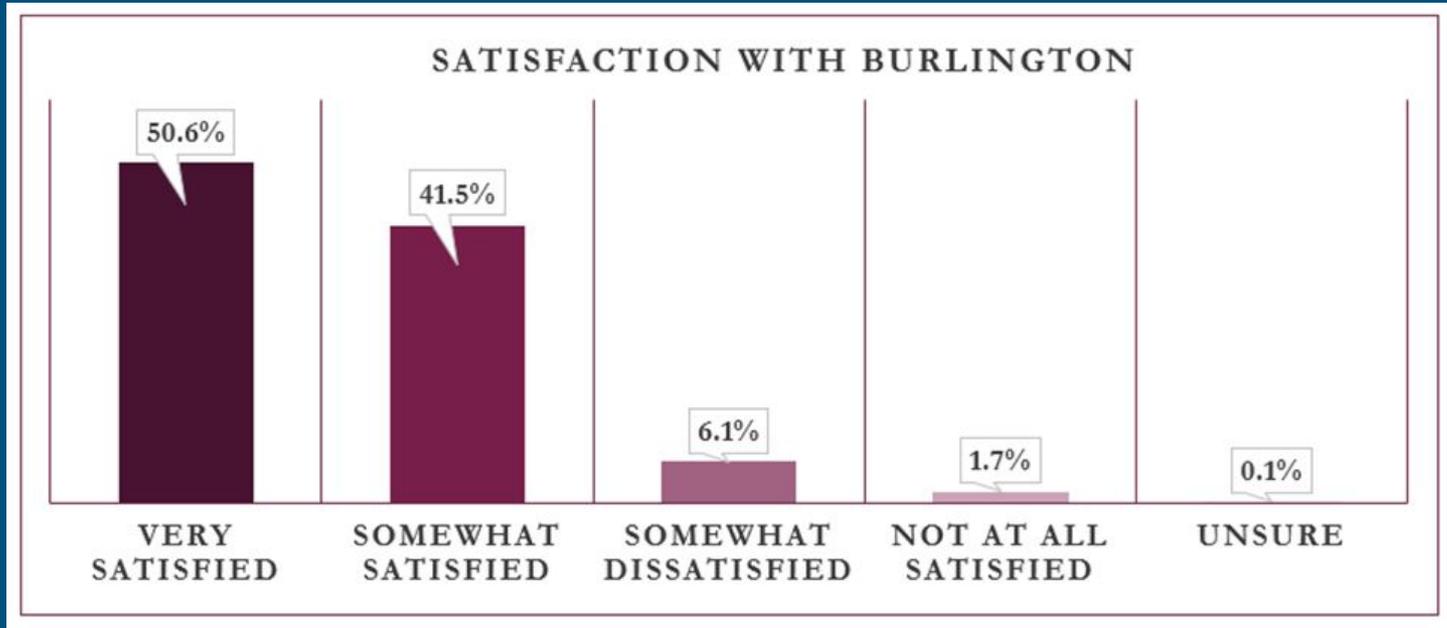
Goal of the Survey: get the public's input on top uses and their willingness to pay for a renovated and restored Memorial Auditorium as a publicly-owned assembly space.

2,583 Completed Surveys!

- Live in Burlington- 1,191
- Live and work in Burlington- 961
- Regional resident working in Burlington- 431 (excluded from tax questions)

SURVEY RESULTS - Quality of Life

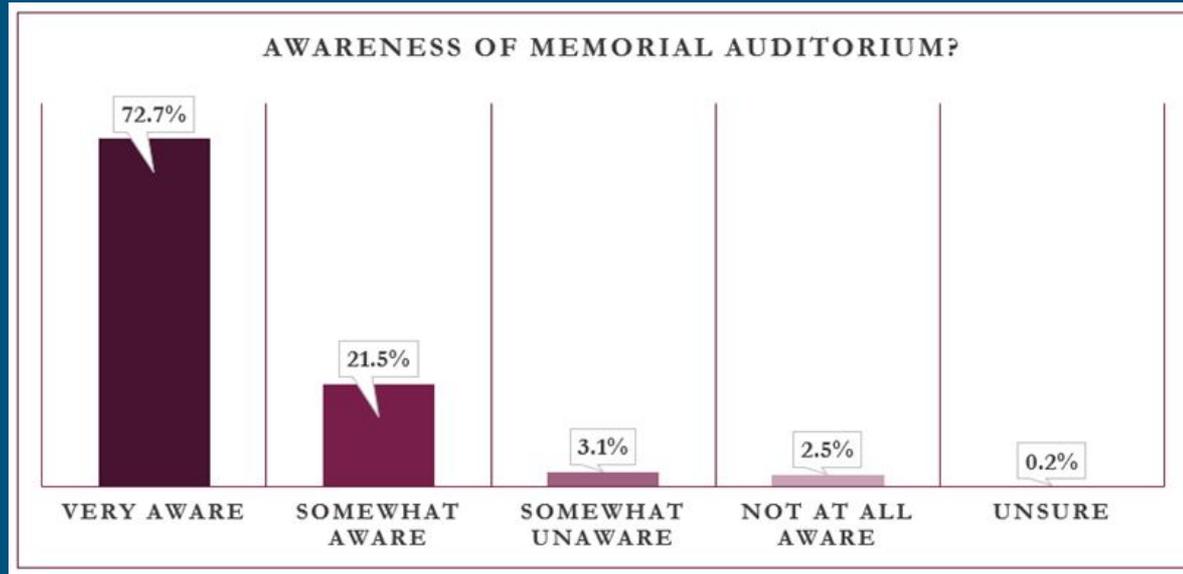
Residents in Burlington were asked to report how satisfied they were with Burlington as a place to live. A large majority, **92.1%**, suggested they were very satisfied (50.6%) or somewhat satisfied (41.5%).



SURVEY RESULTS - Awareness

All Respondents were asked to indicate how aware they were of Memorial Auditorium (such as knowing where it is or knowing what it was used for).

A large majority, **94.2%**, reported they were very aware (72.7%) or somewhat aware (21.5%) of Memorial Auditorium.



SURVEY RESULTS - Historical Uses

Respondents that indicated they were very aware, somewhat aware or somewhat unaware of Memorial Auditorium were asked to indicate, using their best guess, how many times they have been inside Memorial Auditorium, for any reason, over the years it was open to the public.

NUMBER OF TIMES INSIDE	PERCENT	CUMULATIVE PERCENT
One to less than 10	20.5	
10 to less than 20	17.2	52.1
20 to less than 30	14.4	
30 to less than 40	8.5	
40 to less than 50	5.2	24.7
50 to less than 100	11.0	
100 to less than 150	5.5	
150 to less than 200	2.1	14.9
200 or more	7.3	
Unsure	0.7	0.7
Never entered Memorial Auditorium	7.5	7.5

TOP USES:

Over 50% of those surveyed
Want Memorial Auditorium to
be used for:

1. Shows and Entertainment
2. Civic Meeting Space
3. Farmers' Market
4. Arts and Crafts
5. Youth Music
6. Youth-led programs
7. Musician Space

POTENTIAL USES	PERCENT
Shows and entertainment space	79.4
Civic and community meeting space	73.8
Farmer's Market space	73.6
Arts and Craft show space	61.7
Youth music space	56.5
Youth-led program space	51.4
Musician rehearsal space	51.1
Dance space	48.8
Conference space	47.0
Trade shows	46.2
Workshop space	42.7
Childcare space	37.2
Community kitchen	36.7
Vermont-made products	33.7
Business incubator space	26.5
Leased space for rental income	24.9
Tasting room for food, beer, or wine	24.1
Yoga studio	23.9
Concessions (food/refreshments)	23.2
Food incubator space	19.5
Pub or restaurant	17.0
Food court	15.4
Retail space	12.3
Office space	12.3
Food processing space	11.1
None of these	3.2

Levels for funding support

Based on 20-year General Obligation Bond			
Total Bond Amount	Avg. Annual Cost to Taxpayer*	All residents	Likely Voters (residents only)
\$15 million	\$70/year	81.30%	87.30%
\$20 million	\$90/year	76.90%	83.20%
\$25 million	\$110/year	73.00%	79.30%

* Based average home value in Burlington

Considerations for Funding Support

“It should be noted that any survey is analogous to a **snapshot in time** and results are **only reflective of the time in which the survey was undertaken**. Should concerted public relations or information campaigns be undertaken during or shortly after the fielding of the survey, the **results contained herein may be expected to change** and should be, therefore, carefully interpreted and extrapolated.”

Since the survey closed, there are **potentially** two important upcoming ballot items, totaling ~\$100 million

- Bond for Burlington High School Renovations
- Bond for Water Infrastructure Upgrades

Interview Insights

Interviews conducted in early 2018

“Memorial’s key assets are its size and location.”

“Saving the building isn’t enough. There must be compelling uses of the building to engage the public.”

“If the City invests in needed repairs, attract a qualified professional management firm to run it.”

“242 Main has the potential to once again engage teens and evidence the City’s commitment to youth.”

“Focus on a few uses and be well-suited for them.”

“It’s expensive to produce a show here. Load-in and load-out is very expensive.”

“Childcare is challenging due to lack of light, outdoor space, and adequate pick-up/drop off area.”

Similar Renovation - Lowell Memorial Auditorium

Built in 1922

2,800 seating capacity

Concerts, theatre, speakers, sports & private rentals

Owned by City of Lowell, Privately Operated

\$4 million renovation in 1979

City pays maintenance and up to \$190,000 in operating expenses



Similar Renovation - Township Auditorium

Colombia, South Carolina

Built in 1930

3,072 seating capacity

Hosts music, speakers, dance, and private events

Owned and operated by City

\$12 million renovation in 2010

\$1.4M annual operating budget



NEXT STEPS

Your Role:

- Stay Engaged!
- Look for all information on <https://www.burlingtonvt.gov/CEDO/Memorial-Auditorium>
- Tours of Memorial
- Join us for Workshop #2 in late September. Date is TBD
- Spread the word!

Our Role:

- CEDO will record ideas and models from workshop #1 and prepare for Workshop #2
- Workshop #2: Models with designs and upgrades for preferred uses from workshop #1
- Research trade-offs and cost differentiators
- CEDO and consultants will research possible grants, funding sources, etc.

How are we going to do this?

- Breakout in to small groups
 - Uses – what uses are missing?
 - Issues, questions or concerns about uses
 - Combining of potential uses
 - Develop 2-3 models with unique combination of uses
- Each group is to write down thoughts
- One scribe and two facilitators per group
- At the end, feedback will be reported back to the larger group

How are we going to do this?

Today we want to focus on uses and not specific programs or operators in this workshop and small group activity.

Examples:

Use	Program
Theater/plays	Lyric Theatre
Farmers Market (generic)	Burlington Farmers' Market
Youth-led music space	242 Main
Community Kitchen	Bob's Bagels

The goal of the activity is to come out with 2-3 unique combination of uses that are complementary to the public assembly space with unique attributes that fill:

- 1.) A community need
- 2.) An economic need
- 3.) A revenue model that will keep Memorial sustainable into the future

WORKSHOP #1 ACTIVITY

Questions:

1. Are there any other uses that aren't on this list that you would like to be considered?
2. Do you have any preferences, concerns, or questions with any of the proposed uses?
3. Which of these uses complement each other and can be grouped together?
4. How can we combine the multitude of possible building uses into 2-3 models with unique combinations of uses?

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